



Ontario Ministry of
Tourism and Recreation

Report

Ministère du Tourisme
et des Loisirs de l'Ontario

Rapport



ONTARIO VOLUNTEERS
IN
SPORT, FITNESS AND RECREATION
CONDENSED REPORT

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**Ontario Ministry of
Tourism and Recreation**

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I. INTRODUCTION

Volunteers are key to the delivery of sport, fitness and recreation programs and services in Ontario. Locally, they coach, organize leagues and events, run community recreation programs, operate clubs, and sit on municipal recreation committees (MRCs), among other activities.

Volunteers work at the regional and provincial level as well to support local voluntary organizations by co-ordinating events and acting as representatives to government and business.

In addition to front-line volunteers, voluntary organizations also rely on volunteer boards to provide administration and management. In many cases, this involves staff who provide volunteer support and administrative aid as well as technical expertise.

The Ministry of Tourism and Recreation recognized the value of volunteers and their organizations in a 1983 study which concluded that "... possible reductions in programs designed to encourage or upgrade the skills of volunteers should be regarded with caution."
(1)

The Ontario Volunteers in Sport, Fitness and Recreation study, commissioned in 1988, looked not only at the area of volunteer skills but addressed the broader question of volunteer support through management programs and organizational practices.

A. THE STUDY

The purpose of the study was to determine the extent of volunteer activity in sport, fitness and recreation in Ontario as well as relevant trends, issues and needs in order to recommend strategies to ensure its viability. The study was designed to:

- * Identify types of volunteers and volunteer activities;
- * Identify volunteer participation patterns across Ontario;
- * Discern trends and issues in volunteerism;
- * Determine attitudes toward existing volunteer programs and identify lacks;
- * Obtain case examples of existing volunteer management programs and other existing resources to help develop effective volunteer recruitment, motivation and support programs.

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1. Recreation...A Changing Society's Economic Giant.
Ontario Ministry of Tourism and Recreation, 1983.

The scope of the study was broad. It explored issues from individual volunteer problems to the range of strategies necessary to support volunteerism in sport, fitness and recreation in Ontario. It looked at the problems and issues facing volunteers and voluntary organizations from the points of view of boards/MRCs, staff and Ministry consultants, as well as volunteers themselves.

In this report, goals and strategies are presented in general terms and are designed to be pertinent to many partners in the recreation volunteer sector: the Ministry, municipalities and voluntary organizations.

Approach

As the focus of this study included examining problems and issues in volunteerism as well as collecting factual data, a two-pronged approach was developed.

The first part was the **ONTARIO Volunteers!** survey (referred to as the Ministry survey in this report) of representative volunteers and organizations at various levels across the province. It explored volunteer experience as well as organizational practices.

The second part involved obtaining the results of the 1988 **National Survey of Volunteer Activity** (referred to as the National survey), done by Statistics Canada for the Secretary of State. This data provided accurate estimates of volunteer numbers, characteristics and patterns.

Methodology

The Ministry survey consisted of questionnaires designed to obtain the views of volunteers, board members and staff on trends and issues in their areas. Ministry consultants also answered both group and individual questionnaires eliciting their perceptions. Factual organizational profiles were also obtained. General sampling criteria were used to choose respondents, who were then supplied with survey kits to be distributed as required.

The Ministry survey also included Francophone focus groups, community recreation case studies, and interviews with ministry management and other recreation experts in Ontario.

The National survey was conducted in two parts by Statistics Canada. A "screening" interview, designed to identify people who volunteer formally for an organization or on their own, was administered to 70,000 Canadians. Questionnaires were then sent to 5,600 formal volunteers.

Organizations identified in the questionnaires were categorized into various sectors, including recreation and sport. It was then possible for this study to extract and compile a data base for Ontario recreation volunteers.

The questionnaire response rate for the Ministry survey was very good. Replies were received from 95 of the 100 organizations contacted; almost 500 volunteer questionnaires were returned. Responses were also received from the boards of 38 organizations and 54 staff people.

It is relevant to point out that an estimated one-third of the organizations in the sample do not have staff and that the boards of a number of organizations were not able to meet during the survey period. It should also be noted that, for this study, fitness organizations and volunteers are part of the sport category.

This Report

Due to the volume of data obtained, as well as the main report, five Findings Reports were produced. They include:

- A. PROFILE OF VOLUNTEERS
- B. ORGANIZATIONAL PRACTICES
- C. ISSUES, OBSTACLES AND NEEDS
- D. VOLUNTEER PERCEPTIONS
- E. CONSULTANTS FORUM

The major findings are summarized in this report and cross-referenced to the appropriate Findings Report.

This report examines the value of volunteers' contribution to recreation in Ontario as well as organizational practices, the role of the community and perceptions of volunteers. It concludes with three major recommendations and strategies for implementation.

B. BACKGROUND

Previous research on volunteerism has concentrated on population surveys, needs assessments, studies of motivation and benefits, and on trends and issues.

In addition, numerous articles on individual organizational practices are available but these do not constitute research per se. One excellent source book is a recent bibliography on volunteerism and management of voluntary organizations with over 2,000 references in English and French. (2)

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2. Bibliography on Voluntarism. Ontario Association of Volunteer Bureaux/Centres and the Ministry of Citizenship and Culture, 1986.

Population Surveys

Several studies have been conducted in the last decade to determine who volunteers and participation rates for various groups, most notably the 1981 Statistics Canada survey (3) and the 1981, 1984 and 1985 Gallup surveys in the United States. (4) Their findings vary as a result of differing frames of reference and methodology.

Since the 1988 National survey, however, these studies are of largely historical interest. The 1988 data have provided the best estimates of volunteer numbers and types of voluntary organizations as well as activities and time contributed.

Alberta has also conducted research in this area in the last decade. These studies have examined participation rates and attitudes toward volunteerism as well as specific aspects of this topic. The Alberta report on the volunteerism component of the 1981 Public Opinion Survey contains a reasonably current (1984) and comprehensive review of these studies as well as the demographic surveys in the early 1980s. (5)

Needs Assessment

Needs assessments tend to concentrate on individual skills for individual volunteers, such as the Fitness Canada study on volunteer leaders (6), or on the development of volunteer management programs, such as the Provincial Training Program in Volunteer Management developed by the Ontario Association of Volunteer Bureaux/Centres in conjunction with the Ministry of Community and Social Services.

Motivation and Benefits of Volunteerism

This sizeable body of research has led to theories of why people volunteer and has particular relevance for recruiting and maintenance strategies.

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3. An Overview of Volunteer Workers in Canada. Statistics Canada, February, 1980.
 4. Volunteering in America: A Status Report 1981-81. Volunteer: The National Centre for Citizen involvement, 1982.
 5. A Study of Volunteerism in Recreation. Alberta Recreation and Parks, 1984.
 6. The Volunteer Leader in Physical Activity and Sport. Fitness Canada, 1983.

Trends and Issues

Trends and issues in volunteerism must be considered in the context of more general societal and recreational trends and issues. Trends are usually explored by an analysis of historical data. A dearth of studies in this field, however, makes it difficult to determine, for example, if volunteerism is increasing or decreasing.

Projecting future trends is tenuous in a changing society. While the leisure society predicted in the 1970s assumed a shorter work week for most people, for example, more than half of Canadians in the labour force still work 40 or more hours a week. (7)

Conclusion

Future challenges for volunteerism in sport, fitness and recreation will include:

- * Increasing demand for new and different leisure services;
- * Increased competition for volunteer resources and volunteers;
- * Effect of economic recession on governments, voluntary organizations and volunteers;
- * Lack of time to volunteer and demand for more flexible schedules;
- * Desire for satisfying activities to fill valuable leisure time;
- * Move by potential volunteers toward participation in physical activity;
- * Diverse recreational and volunteering needs of a multicultural society.

These challenges are addressed, both directly and indirectly, by the Ontario Volunteers in Sport, Fitness and Recreation report.

7. Table 20, Labour Force Survey, May 1989 (71001), Statistics Canada.

II. VOLUNTEERS: A VALUABLE RESOURCE

A. A VALUABLE RESOURCE

One out of every four adults in Ontario volunteers for a voluntary organization or association. Twenty per cent, or 372,000 adults, volunteer for sport, fitness or recreation organizations.

Many of them also volunteer for other organizations and most perform several major tasks.

B. HOW VALUABLE ARE VOLUNTEERS?

Their Time

The National survey found that the 372,000 adults who volunteer in sport, fitness and recreation organizations in Ontario commit 45 million hours annually. [A-17] (1)

This translates into 22,500 people working full-time for a year!

At a minimum wage of \$5.00/hour, this means a volunteer time contribution of \$224,890,000. It should be noted, however, that a minimum wage value for volunteer work is no longer considered appropriate and that Statistics Canada established the hourly value for volunteers at \$12.80 in 1987 dollars.

At this rate, the value of recreation volunteers in Ontario can be more accurately estimated at \$576 million.

Their Out-of-Pocket Expenses

Although many voluntary organizations reimburse volunteers for certain expenses such as travel and accomodation, most volunteers contribute additional dollars for which they are not reimbursed. These costs include transportation, parking, child care and meals.

The Statistics Canada data show two-thirds of volunteers incur costs totalling \$60 million for which they are not reimbursed. Such expenses range from \$68 annually for "periodic" volunteers to \$ 472 for "regular" volunteers. Some spend \$1000 yearly.

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1. Refers to "Findings Report A" p. 17.
All subsequent references to findings reports are designated by letter of the alphabet and page number.

Their Charitable Donation Pattern

Volunteers are more likely than non-volunteers to make charitable donations to the organizations for which they volunteer. A Gallup Poll done for an organization called The Independent Sector in the United States first documented this pattern in 1980-81 and the findings persist in the 1986 study:

"A higher proportion of volunteers gave more to charitable organizations than persons who did not volunteer... Volunteers were also far more likely to give in the area in which they volunteered than non-volunteers." (2)

In 1988, the Gallup Survey for The Independent Sector found that:

"People who volunteer came from households that contributed an average of \$1,021 or 2.4 per cent household income, but among non-volunteers, the contributions averaged only \$489 or 1.3 per cent of household income... The percentage of income contributed increases directly with the number of hours volunteered." (3)

C. STAFF VIEWS OF THE VALUE OF VOLUNTEERS

Staff were asked several questions about the value of volunteers for their organizations and themselves. [D-30/35]

The first question concerned the effect on the organization if all volunteers resigned. Most staff (60 per cent) said the organization would fold or cease to exist. Another 16 per cent said programs would be cut back or be made less efficient. The rest predicted lack of growth or that staff would have to do volunteer jobs.

2. Voluntary Action Leadership, Summer 1986, p. 13.

3. VOLUNTEERING, Fall 1988, p. 3.

When asked what effect double the number of volunteers would have on the organization, one-third of staff responded that more and better programs could be offered. Another 27 per cent said efficiency and productivity would increase; the rest mentioned a decreased workload for current volunteers.

D. SUMMARY OF THE VALUE OF VOLUNTEERS

Volunteers are obviously key players in sport, fitness and recreation. Their work is valued at over half a billion dollars and their out-of-pocket expenses as well as charitable donations contribute funds directly to service delivery. They are highly valued by staff who recognize their work and their spirit.

E. WHO VOLUNTEERS?: A PROFILE

According to the National survey, in 1987 there were over five million volunteers in Canada--27 per cent of the population 15 years of age and over. In Ontario, one out of every four adults volunteers for a formal voluntary organization, the equivalent of 1,885,000 people.

Sport, Fitness and Recreation in Ontario

The National survey estimates that 20 per cent of all volunteers, or 372,000 adults, volunteered for leisure, sport, fitness and recreation organizations in 1988. Statistics Canada has concluded that these figures are more accurate than previous studies, which underestimated the actual numbers of volunteers in Canada.

The vast majority of these volunteers (88 per cent) live in the southern part of the province.

Kinds of Organizations

Volunteers are involved in a wide variety of organizations at all levels. Two-thirds of Ontario's adult recreation volunteers give their time to "Organized Sport" organizations. Two per cent volunteered for physical activity and fitness organizations while the remaining third were involved in a range of recreation organizations.

Men and Women

In general, in Ontario, more women (56 per cent) than men (44 per cent) volunteer. In recreation, however, 61 per cent of volunteers are men. In organized sports, which are primarily aimed at men and boys, 67 per cent of volunteers are men.

F. WHAT THEY DO FOR THEIR ORGANIZATIONS

Almost one-third of Ontario recreation volunteers listed "coaching, refereeing, judging" as their main activity. Almost 20 per cent selected "organize events, supervise or co-ordinate activities", while nine per cent said "fundraising". Five per cent chose "sitting on boards".

According to the Ministry survey data, the average volunteer performs five to seven tasks ranging from coaching to administration. [A-15]

Men and women play different roles in recreation volunteerism in Ontario. While 43 per cent of the men listed coaching as their main activity, only 10 per cent of the women did so. On the other hand, 16 per cent of women listed fundraising as their main activity compared to only four per cent of men.

G. PATTERNS OF VOLUNTEERING

The average length of time volunteers have been with their organizations is three to five years, although 20 per cent had just started. Another 10 per cent had been with their organization for more than 10 years.

More than half of volunteers also do work for other organizations, not necessarily in the recreation sector. Nine per cent work for four or more organizations. Most volunteers identify themselves as being very busy (62 per cent) and in good health (91 per cent). Research, in fact, suggests volunteering may contribute to good health.

Almost 40 per cent of volunteers said family members worked for the same organization they did, while almost two-thirds had family members who volunteered for other organizations.

H. A PROFILE OF RECREATION VOLUNTEERS IN ONTARIO

The following profile of recreation volunteers in Ontario is based on data from the National survey.

Age and Sex [A-30]

* 61 per cent (227,000) of recreation volunteers in Ontario are men and 39 per cent (145,000) are women.

* Over one-third of recreation volunteers (36 per cent) are between 35 and 44 years old. Another 23 per cent are between 25 and 34.

- * Fifteen per cent of recreation volunteers are between 45 and 54 and eight per cent are over 65.

Education and Employment [A-32]

- * Almost 20 per cent of volunteers have a university education; 33 per cent have completed community college and 44 per cent high school.
- * Participation rates show that 45 per cent of university graduates in Canada volunteer while only 14 per cent of those with primary education do.
- * 54 per cent of all volunteers in Canada are employed full-time as are 64 per cent of recreation volunteers in Ontario.
- * 16 per cent of recreation volunteers in Ontario are students or retired people.

Household Income [A-34]

- * 51 per cent of recreation volunteers in Ontario have an annual household income of \$40,000 and over, while only 39 per cent of all volunteers in Canada are at this level.
- * Another 36 per cent of recreation volunteers in Ontario have annual incomes of \$20,000 to \$40,000.

Family Life Stage [A-34]

- * Almost three-quarters (71 per cent) of recreation volunteers in Ontario were married.

Although the National survey did not collect data on children, the Ministry survey found that:

- * 78 per cent have children
- * 57 per cent have children still at home
- * 22 per cent have children no longer at home

Patterns of participation emerge from the statistics provided in this study which have implications for effectively recruiting volunteers.

Table 1 [A-36]
Participation Rate: Canada
National Survey of Volunteer Activity

			<u>Participation Rate</u>
Sex			
	Men		25%
	Women		29%
Age			
	15 - 24		20%
	25 - 34		28%
	35 - 44		37%
	45 - 54		31%
	55 - 64		26%
	65 and over		20%
Education			
	Primary		14%
	Secondary		24%
	Community College		34%
	University		45%
Employment			
		<u>Men</u>	<u>Women</u>
	Full-time	28%	28%
	Part-time	28%	38%
	Unemployed	19%	27%
	Not in labour force	18%	27%
Marital Status			
	Married	28%	32%
	Single	19%	25%
	Other	22%	23%
Income			
	\$0 - \$9,999		18%
	\$10,000 - \$19,999		22%
	\$20,000 - \$29,999		26%
	\$30,000 - \$39,999		30%
	\$40,000 - \$59,999		33%
	\$60,000 or more		39%
	Not Stated		23%

III. ORGANIZATIONS

The delivery of sport, fitness and recreation programs depends on the organization and co-ordination of many individual volunteers. It requires planned voluntary activity. We must, therefore, examine organizations to fully comprehend the status of volunteers.

In order to explore how volunteers, staff and Boards/Municipal Recreation Committees (MRCs) view the organizations they serve, a series of questions concerning strengths and weaknesses as well as barriers and aids to effectiveness was asked. These questions were "open ended" and "closed" to allow personal interpretations as well as certain standardized responses.

To examine the findings and explore their implications, it is necessary to provide a framework for measuring organizational effectiveness. The model chosen here focuses on eight processes that are basic to organizational survival and fitness. (1)

Organizational Effectiveness Model

MANAGING
RELATIONSHIPS

MOTIVATING

ASSESSING NEEDS

EVALUATING

PLANNING

IMPLEMENTING

DEVELOPING
COMPETENCY

PROVIDING
RESOURCES

These processes are not entirely distinct from one another and may overlap or occur simultaneously. During planning, for example, people need to manage relationships and have access to resources.

While a number of valid organizational models exist, this one was chosen because it was developed for the voluntary sector and focuses on the variables in which ordinary people are involved.

At the same time it draws attention to the activities and processes that contribute to effective organizations and makes abstract terms such as "motivate" more concrete.

The results of the organizational effectiveness questionnaires will be applied in the next section to each of the processes included in the model, with the exception of Evaluating.

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1. Diane Abbey-Livingston and Robert Wiele, Working with Volunteer Boards, revised edition. Ontario Ministry of Citizenship and Culture, 1984.

A. MANAGING RELATIONSHIPS

Staff-Volunteer Relationships

Volunteers, staff and Board/MRC members were asked to rate their organizations on nine dimensions. The response categories were: Excellent, Very Good, Good, Not Very Good, and Poor. The dimensions were:

Assessing Needs
 Setting Objectives
 Planning
 Following Through on Plans
 Delivering Programs and Services
 Management
 Supporting Volunteers
 Staff-Volunteer Relationships
 Morale

Staff-volunteer relationships were rated highest with more than 60 per cent calling them Excellent or Very Good. Only a small minority found them Not Very Good or Poor. [D-12]

Table 2 [D-12]

Rating of Staff-Volunteer Relationships

	Excellent	Very Good	Good	Not Very Good	Poor
Volunteers	26%	38%	28%	7%	2%
Board/MRC	29%	42%	29%	-	-
Staff	31%	33%	31%	6%	-

Relationships Among Volunteers

Asked to identify what prevents volunteers from being more effective, 15 per cent of volunteers said there were no obstacles and 15 per cent did not reply. Of the remainder, 23 per cent cited such relationship management problems as lack of communication and co-operation, member commitment, and Board motivation and support. [C-2]

While this may reflect uneasy relationships, it may also indicate how even well-managed relationships may suffer under too much stress or inadequate resources.

When asked what would aid effectiveness, seven per cent mentioned developing commitment and seven per cent said better communication. [C-4]

Staff mentioned the same blocks to effectiveness as volunteers, with 32 per cent citing communications, co-operation, participation and commitment. [C-8] Almost half of the staff also mentioned communications and managing people as essential future volunteer skills. [C-16]

It is evident there is substantial interest in learning more about the processes that build relationships such as communications, problem-solving and managing people.

B. MOTIVATING

What is Important to Volunteers

In the National survey, volunteers rated the importance of 15 dimensions of their volunteer work. [D-2] Rated as Very Important were:

Doing something I like to do	62 %
Feeling that I accomplished something	61 %
Helping others	60 %
Helping a cause I believe in	56 %
Doing work that benefits my children, my family, myself	52 %
Using my skills and experience	37 %
Meeting people, companionship	35 %
Learning new skills	28 %

Rated as very important by 20 per cent or fewer were such dimensions as owing something to the community or other volunteers, filling spare time, enhancing job opportunities, or maintaining and promoting language, heritage or religious affiliations.

It is interesting to note that, in the 1985 Gallup Poll Independent Sector Survey in the United States, over 50 per cent of volunteers cited wanting to do something useful to help others as their reason for volunteering. Another 36 per cent cited interest in the activity, while 32 per cent said they enjoyed doing the work.

The same three reasons were cited as the primary causes people remained in volunteering. It is useful to note that this study was not restricted to sport, fitness or recreation volunteers but was a national sample of Americans 14 years and over. (2)

Volunteers are Highly Motivated

Motivation among Ontario's recreation volunteers is quite high, with 92 per cent in the National study rating their volunteer activities as Very Important or Quite Important in relation to all things they did in the past year. [D-1]

Over half of these volunteers found their experience Very Satisfying and a further third found it Satisfying. [D-8] The Ministry survey asked volunteers to assess their volunteer work on six dimensions using a scale from 1 (positive) to 5 (negative). [D-10]

Table 3 [D-10]

Assessment of Volunteer Work

% checking each value

<u>Positive</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Negative</u>
enjoyable	53%	39%	6%	1%	0%	not enjoyable
important	50%	38%	10%	1%	0%	not important
satisfying	46%	39%	11%	3%	2%	frustrating
stimulating	51%	23%	22%	3%	1%	boring
worthwhile	59%	34%	6%	1%	0%	waste of time
necessary	61%	29%	9%	1%	0%	unnecessary

With the exception of the dimension of Stimulation, more than 85 per cent of volunteers selected the positive end of the continuum for all the items. The dimension of Satisfaction was also regarded slightly less positively.

In these two areas, a considerable number of volunteers were at the neutral or negative end of the spectrum. They may indicate a mismatch between the volunteer and the work and could result in low commitment or follow-through if many members felt this way. Overall, the results show high positive motivation among volunteers. It is important to examine the match between tasks volunteers are given and whether they find them satisfying and stimulating.

How Organizations Motivate Volunteers [B-26]

According to staff, the most common motivational devices used by organizations include:

Contact: visits, meetings, phone calls, reminders, letters	34%
Providing Job Support: encouragement, organization, problem-solving, planning, responding to requests	32%
Recognition: thank-yous, recognition of task completion, praise, personal feedback	30%
Training, Workshops and Conferences	28%

When staff and Board/MRC members were asked what contributed most to Board/MRC satisfaction, the most frequent response was "goal achievement and task accomplishment". The following table includes this data.

Table 4 [B-28]

Factors that Contribute to Board/MRC Satisfaction

Number of:		
Staff	Board/MRC	
18	11	Goal achievement and task accomplishment
7	6	Relationships, meeting people, fellowship
7	5	Volunteer appreciation, praise, recognition
7	4	Sense of being in control, involved in decisions, able to influence
5	4	Respect from others (Council),
prestige, status		
5	4	Good working relationships with staff

Receiving specific job-related support was an important area for 61 per cent of the volunteers who wanted to "feel I accomplished something", but relatively few staff identified the necessary parameters of this dimension.

Consultation, opinion-seeking, and participation in decision-making, for example, were mentioned by staff in only five organizations, while assistance with problem-solving and planning was mentioned by staff in four. Responding to volunteers' requests was cited by staff in only one organization.

It should also be noted that giving volunteers suitable responsibilities and tasks as well as promoting them to higher positions were highlighted by staff in only two organizations.

Supporting volunteers, then, is one dimension with room for improvement. While approximately half of volunteers, Board/MRC members and staff rated this dimension Excellent or Very Good, 15 per cent of the volunteers, 16 per cent of the Board/MRC members and 12 per cent of the staff rated it as Not Very Good or Poor.

Matching volunteers and tasks is an important motivational tool. It was not, however, identified by staff as a factor when motivation is low or as contributing to recruitment difficulties. This is an important concern as "doing something I like" and "feeling I accomplished something" are very important to 60 per cent of volunteers.

Lack of human and financial resources as well as time are also significant factors contributing to low motivation as they impede job completion and diminish the sense of accomplishment.

Table 5 [B-30]

Factors that Contribute to Low Motivation

<u>Number of Staff</u>	<u>Board/MRC</u>	
8	6	People who do not follow through
2	5	Lack of volunteers to do all the work
3	3	Lack of time
3	0	Lack of staff
2	5	Too much work
3	3	Slow progress toward goals
4	5	Lack of finances
4	5	Lack of support, mandate from Council

Recognition, on the other hand, is seen to be a motivating factor.

Table 6 [B-10]

Organizational Practices: Recognition

Recognition Practices	% of Organizations Reporting Recognition Practices		
	Volunteers	Board/MRC	Staff
Personal thank-you	59%	76%	80%
Award, certificate, pin, plaque	49%	63%	58%
Letter of appreciation	35%	79%	64%
Dinner, banquet, special event	41%	63%	68%
Gift	18%	37%	30%
Newspaper article	10%	18%	26%
Other	8%	13%	16%

While recognition is an accepted practice, there are significant differences in the levels of awareness of the methods used by organizations. In all categories, more Board/MRC members and staff are aware of these methods and this could indicate that some forms of recognition are reserved for them.

One method which may be more usefully explored is newspaper articles as they reach a wide audience and are informative as well. Photographs are particularly helpful.

Summary of Motivational Processes

In general, volunteers at all levels appear to be highly motivated, by a desire both to help others and to accomplish something in an area they like. Organizations employ sound motivational practices but may need to improve in the areas of task-matching and job-related support for volunteers.

The motivational problems of too much work, too few people and too little time will be addressed in the section on recommendations.

C. PROVIDING RESOURCES

Most organizations require the following resources: human, information, management, financial, technical and physical. These requirements will be examined separately in this section.

Human Resources

Available human resources include staff, volunteers, Ministry of Tourism and Recreation consultants, municipal politicians, friends, family and employers. Some of these groups will be analysed in more detail in other sections of this report; this section will focus on comments by volunteers, Board/MRC members and staff as well as Ministry consultants.

In the Ministry survey, approximately two-thirds of the organizations in the sample had staff as well as volunteers; the remaining third of the organizations worked with no staff support.

Responses to several questions in the Ministry survey indicate there are not enough volunteers in sport, fitness and recreation organizations. Among volunteers who identified obstacles to effectiveness, almost half (43 per cent) cited lack of time and seven per cent mentioned having too much work. One-third of staff listed volunteers' lack of time as an obstacle, while 12 per cent cited volunteer workload. [C-2], [C-8]

More volunteers was identified by 11 per cent of volunteers and 10 per cent of staff as a solution to these obstacles. [C-4], [C-10]

Ministry consultants also identified heavy workload and excessive responsibility, especially for Board members, as a cause of volunteer fatigue as well as a factor in recruitment difficulties. They also cited the insularity of some volunteer groups as an obstacle to attracting new people.

It is not entirely certain whether more volunteers are actually needed or whether better organization, planning and deployment of existing resources would solve the workload problems. It is clear that staff, volunteers and Board/MRC members feel more volunteers are needed. Ministry consultants have added that better delegation of duties and planning are required.

Recruiting more volunteers will obviously add to organizing and co-ordinating tasks but will provide both direct (more work done) and indirect (dollars) benefits.

Fifty-four of the organizations in the Ministry survey have staff who work with volunteers. Virtually all of the staff spend time providing information to volunteers, and 88 per cent provide materials and support. Over half coach or supervise the work that volunteers do. Three-quarters of them spend time recruiting volunteers while 46 per cent spend time recruiting Board and committee members. [B-2]

Both the National survey and the Ministry survey asked volunteers about the amount of guidance and supervision they received. The following table shows the contrasting results.

Table 7 [B-22]

**Volunteers' Perceptions of
Amount of Guidance, Supervision, Leadership**

How do you feel about the amount of guidance, supervision and leadership you had in the last year?

	National Study	Ministry Study
I did not get any/ I did not need it	69%	28%
I received little/ could have used more	5%	19%
I received the right amount	26%	52%
I received too much	* (less than 1%)	*

Given the range of volunteer activity, and its periodic nature, it is often necessary to have staff who can at least facilitate and co-ordinate volunteer work. In many cases, full-time staff is required to monitor daily activity and programs, provide administrative support and mediate in addition to providing volunteer support.

Management Resources

Management resources refers to mechanisms for managing people such as procedures and policies as well as effective methods of handling information, planning and problem-solving. It also involves systems and structures that permit efficient organization management and task completion.

Organizations appear to have some needs in this area. When asked about obstacles to effectiveness, 23 per cent of volunteers cited organizational issues such as workload, structure and orientation. Almost half of the staff listed similar items involving management systems and structures. [C-2], [C-8]

When asked what would help, 30 per cent of volunteers listed items that involve management of people and information; 52 per cent of the items on the staff list relate to management resources. [C-4], [C-10]

Board/MRC members also listed learning about systems and procedures for communication, team building, human resource management, decision-making, problem-solving, etc. as necessary to function effectively, although many of them felt their organizations were strong in the area of management. [C-12]

When asked about future skills needed by volunteers, over one-quarter of staff listed planning processes, while 16 per cent identified organization and administration. [C-16]

In the section that deals with implementation, the issue of following through on plans will be discussed in more detail. Because management resources affect follow-through on planning, however, certain observations are relevant in this section.

Ministry consultants felt that organization performance was generally impeded by a heavy focus on activities and results while little time was devoted to improving organizational efficiency, communications, internal health and so on.

Several strategies are required including greater networking among organizations, organization-specific consultative resources, self-paced learning tools, and organizational learning techniques.

Financial Resources

Table 8 [B-8]

Policies on Reimbursement

Some people think volunteers are free resources for the organization; others think there are costs associated with having volunteers. We were interested in the practices in your organization. How do organizations handle the following?

	% of organizations reimbursing	
<u>Reimburse for:</u>	<u>Board</u>	<u>Staff</u>
Parking or public transit costs	62%	53%
Meals when meeting runs over mealtime	57%	65%
Childcare	8%	16%
Mileage to out-of-town meetings	82%	72%
Accommodation for out-of-town meetings	75%	70%
Other	69%	53%

In the Ministry survey, 92% of respondents have out-of-pocket expenses connected with volunteering. More than half receive reimbursement for some of those expenses. [A-22], [B-8]

In the National survey, more than half the Ontario recreation volunteers were not at all concerned with costs incurred, seven per cent were very concerned and another 37 per cent were somewhat concerned. [D-4]

As previously mentioned, volunteers spend from \$68.00 to over \$500.00 annually. According the Ministry study, more than half spend over \$100.00 per year. [A-20]

Current reimbursement levels appear to be adequate for many volunteers. It is important to note, however, that the income levels of Ontario recreation volunteers are relatively high and that recruitment and targeting programs designed to reach a cross-section of Ontario residents may need to address more fully the reimbursement question.

Funding in a general sense is seen as an obstacle to effectiveness by some volunteers, staff and Board/MRC members. Lack of funding and sponsorship was seen as an obstacle by 10 per cent of volunteers and 20 per cent of staff, although fewer than these numbers saw more funding as an aid to effectiveness. [C-2], [C-8]

In answer to this question, Board/MRC members in nine of 38 Boards perceived more funds to pay travel costs, an Executive Director, a secretary, and better facilities as being beneficial. [C-6]

Technical and Physical Resources

Technical resources include technology such as computers, Zambonies, skates, etc. Physical resources refer to space, buildings, chairs, etc. These were not included in the study.

D. COMPETENCY

Both the National survey and the Ministry survey asked volunteers about the training they received. Almost half the respondents in the Ministry survey said they didn't need or receive any; two-thirds of the National survey recreation volunteers in Ontario said the same thing.

One-third and one-quarter of the respondents respectively said they received the right amount, while one-quarter and 13 per cent respectively said they got little and could have used some. [B-12] Development of various skills was seen by 21 per cent of the volunteers as a tool for increasing effectiveness.

Over half the boards/MRCs, according to their members, received little training and could have used more. Boards in only 13 per cent of the cases felt they didn't get or need any. [B-18]

Staff in half the organizations felt volunteers could have used more training and a number saw planning, communication, and administrative skills as being necessary for future volunteers. Staff in only four per cent of the organizations felt their volunteers didn't need any training. [B-18], [C-16]

Ministry consultants also felt volunteers need on-going orientation and training as they must bring increasing skills to their work. According to some of the consultants, volunteers in effective organizations need to recruit for or develop skills in fundraising, marketing, planning and recruiting.

E. ASSESSING NEEDS

Almost all the volunteers and Board/MRC members rated their organizations as Excellent (13%), Very Good (42%) or Good (39%) at assessing needs. Staff members were somewhat less positive, with 14 per cent rating needs assessment as Not Very Good.

F. PLANNING

More than half the volunteers, staff and Board/MRC members indicated that setting objectives is done at an Excellent or Very Good level. About 10 per cent rated it as Not Very Good or Poor. [D-12,14,16]

Planning was rated as Excellent or Very Good by better than half the volunteers, staff and Board/MRC members with under 12 per cent selecting Not Very Good or Poor.

G. IMPLEMENTING

Of the eight dimensions rated by the various groups, following through on plans rated lower than all the other items.

One-fifth of Board/MRC members as well as staff chose a rating of Not Very Good, as did 14 per cent of volunteers. A small number chose Poor. It is significant to note that about 20 per cent of all groups rated "follow-through" low.

This low rating, coupled with a reasonably high rating for setting objectives and planning, shows that people may not be examining all the criteria for effective objective setting when they rate their organizations. They may feel that simply identifying targets is adequate, although other considerations are also crucial.

These include setting specific and realistic targets that are linked to goals and strategic plans, setting performance objectives, and involving those who will be affected by plans.

It appears that, although organizations set objectives and plan, this is not always done in ways that encourage commitment and action. Comments by Ministry consultants support this interpretation. They noted the lack of setting realistic expectations, the ineffective use of volunteers, poor organization and ineffectual planning on the part of some organizations.

Thus, while respondents felt that many organizations were effectively run, some may need to work to improve this dimension of their operations. Program delivery was rated as Excellent or Very Good by a substantial majority of volunteers, staff and Board/MRC members.

H. SUMMARY OF THE EIGHT ORGANIZATIONAL PROCESSES

Over-all, most of the volunteers, Board/MRC members and staff regard their organizations as functioning very well. Under 10 per cent saw their organizations as weak in assessing needs, setting objectives, delivering programs and services, management and staff-volunteer relationships. Between 11 and 16 per cent saw poor performance on planning and supporting volunteers. Between 17 and 22 per cent saw "follow-through" as Not Very Good or Poor.

IV. THE COMMUNITY

Voluntary organizations deliver recreation programs and services in the community. What is the community's response, its image of its volunteers and volunteerism?

Image of Volunteers

When volunteers were asked what friends and neighbours thought of their volunteering, more than 80 per cent said these people thought volunteers are important and needed. Less than fifty per cent, however, felt their friends and neighbours viewed volunteering as enjoyable or enriching; the same number said these people think volunteering is frustrating.

These results suggest that, while many people recognize the need for and social benefits of volunteering, they are less aware of its personal benefits. This is an important point since the majority of volunteers cite personal benefits as an important aspect of their work; it should be considered when developing promotional campaigns.

Elected municipal officials are key recreation supporters. They approve requests, grant funds and set municipal recreation policy. When asked if they thought municipal politicians were knowledgeable about what volunteers do and the value of their time, about half of the Ministry study volunteers said Most or Many are.

More than half the volunteers felt only Some or Few politicians are aware of the knowledge and skills of volunteers and almost three-quarters said Some or Few politicians are aware of volunteer orientation and training needs.

The community case studies indicate that political support was a major factor in the development and maintenance of strong voluntary contributions. In one instance, political apathy and outright opposition created significant problems in program delivery.

The study provides useful information for community decision-makers who play a key role in local recreation programs and services. It can be used to enrich the data base they use to decide where and how to invest in their communities.

Employer Support

Sixty-four per cent of Ontario recreation volunteers work full-time. A major source of support for their volunteer work comes from employers.

The vast majority of employers (85%) in the Ministry study were reported as knowing about the volunteer work of their employees. Three-quarters of the employers supported the volunteer work by allowing employees time off work and/or use of office space for volunteer purposes. Employers also contribute by allowing flexible work hours, giving their employees recognition for their voluntary contributions and by a variety of other ways including: sponsoring a team and supplying outfits, donations, allowing use of the gym for practices, and providing secretarial and other support.

Most of the employer support reported above appears to be on an informal, discretionary basis. When asked, only 22 per cent of volunteers said their employer had formal policies regarding employee volunteer work. Specific policies mentioned included: allowing sick days to attend meetings (requested in writing beforehand), allowing time as long as job is not compromised, and allowing two hours a week for voluntary activity in the community.

While relatively few employers have formal policies, many more appear to support their volunteer employees informally. Community interviews suggest this is often the case because the employee's manager or supervisor is a volunteer as well.

V. PERCEPTIONS OF THE ROLE OF GOVERNMENT

The Ministry of Tourism and Recreation's 1987 **Community Recreation Policy Statement** is based on a philosophy of partnerships between the public and private (non-profit and commercial) sectors in the delivery of recreation programs and services.

At the provincial level, partnerships exist between the Government through the Ministry and the voluntary sector through provincial sport organizations and recreation associations. At the community level, municipalities and community recreation organizations are the representatives of these sectors.

In its Policy Statement, the Ministry stresses that diverse existing public recreation resources need to be harnessed, partnerships consolidated and delivery systems enhanced to ensure that all Ontario recreation needs are adequately met.

The policy states that the role of the provincial government is to assist municipalities to respond to local needs by nurturing recreation opportunities, providing support, and promoting co-operative planning as well as by supporting the municipalities' role as facilitator among all recreation service organizations.

The municipality has the primary responsibility for the provision of recreation services at the community level and this role will intensify in the future.

The role of the not-for-profit sector, especially voluntary organizations, as key recreation providers will also increase in scale and significance as leisure activity demand increases.

The role of the Ministry will be to act as an advocate and leader in the area of recreation, to support research and information-gathering, to bring together related ministries for information-sharing and to maintain its leadership development programs.

The Ministry's Community Recreation Policy focuses on three aspects:

- * Co-operation and co-ordination among all recreation partners;
- * Maximization of recreation's potential;
- * Development of the broadest range of recreation services.

The third goal is the one that relates most to the voluntary sector because voluntary organizations will continue to play a primary role in the delivery of recreation/leisure opportunities.

According to the policy, some of the key roles of the Ministry are to:

1. Provide financial assistance to municipalities and other organizations for the development of recreation services;
2. Provide appropriate consultative services to recreation service organizations;

3. Develop recreation services and province-wide initiatives;
4. Assist in the development of voluntary and professional recreation leadership and promote close co-operation between voluntary and professional leaders and organizations;
5. Support initiatives which increase opportunities for all citizens including older adults, persons with disabilities, ethnocultural groups and other special needs groups.

Of most relevance to volunteers and voluntary organizations are those goals which relate to financial assistance, consultative services, the development of leadership and the promotion of co-operation among delivery partners.

VI. ANALYSIS AND RECOMMENDATIONS

Why study the status of volunteers and volunteering? The intent of the study was to understand the ways in which key players participate in service delivery so that the Ministry and its partners could continue to contribute to the vitality of organizations. The long-term goals are to help organizations deliver high-quality sport, fitness and recreation programs and services to meet community needs in the most cost-effective ways.

The information collected for the study suggests a healthy sector with most volunteers satisfied with their volunteer work and organizations functioning reasonably well, according to both staff and volunteers.

Challenges to the volunteer sector in the future include those within voluntary organizations such as: heavy workloads, insufficient volunteer numbers, lack of funds, lack of follow-through resulting in low motivation and potential program delivery problems, and lack of delegation and succession planning.

There are also a number of external challenges which will directly affect organizations. These include the need for an enhanced municipal role in developing and maintaining volunteer services, and political support for and understanding of volunteer development.

These future challenges must be placed in the context of changing social, cultural and economic environments. These trends include:

- * Increased demand for leisure services, particularly for middle-aged and older adults, and the children of "baby-boomers";

- * Economic changes which will affect governments and volunteers;
- * Increasing competition for resources including good volunteers;
- * People's lack of time and demand for flexible schedules;
- * Volunteers choosing to participate rather than volunteer;
- * Demand for high-quality activities to fill valuable leisure time;
- * Growing multicultural society with a variety of special interests and recruitment potential.

Goals

Some organizations were identified as having exemplary practices, others were seen as struggling and ineffective. Approximately half the volunteers, many of the staff and all of the Ministry consultants identified needs for different types of support.

To meet the needs now and in the future, the following goals for developing voluntary organizations are recommended to the Ministry and its partners:

1. Enhance organization effectiveness
2. Expand the pool of volunteers
3. Increase the capacity and willingness of municipalities to support volunteers and their organizations.

The following section outlines a number of strategies to achieve each goal.

1. ENHANCE ORGANIZATION EFFECTIVENESS

Organization effectiveness means operating and achieving goals efficiently. It depends on adequately replenishing resources and developing effective problem-solving, decision-making, planning and implementation strategies.

In the study, perceived areas of organizational weakness included follow-through and attracting and keeping resources. The following strategies address these issues.

- 1.1 Encourage community or regional workshops.
- 1.2 Encourage organizational learning as much as individual learning.
- 1.3 Support and monitor planning sessions to ensure follow-through.
- 1.4 Provide consultative services to specific organizations.
- 1.5 Promote exemplary organizational practices.
- 1.6 Raise awareness of existing government programs and resources.

1.1 Encourage Community or Regional Workshops

Workshops on recruiting, budgeting, and promotion will always be relevant and can be offered by Ministry consultants, recreation staff, provincial associations, community colleges, consultants and so on.

Existing resources for workshops on various aspects of skills development and volunteer management can be obtained from a variety of sources and tailored to sport, fitness and recreation needs.

The Ministry can encourage such workshops by continuing to provide funding and consultation, by encouraging shared workshops and networking among organizations, and by including organizational as well as individual requirements in all needs assessments.

Because many volunteer topics are relevant to a variety of organizations, and many volunteers work for several organizations in different sectors, cross-Ministry collaboration is also an important tool in providing resources and expertise in the most efficient way. Shared workshops and field staff briefings would do much to encourage cross-referrals and enriched networking.

It should be noted that the Francophone focus groups shared problems of voluntary Anglophone organizations: recruitment, commitment, lack of recognition, lack of resources and so on.

One particular concern for this group is the lack of resources such as publications, training materials and workshops in French.

Resources should be developed with Francophone organizations and then adapted for English-speaking organizations.

1.2 Encourage Organizational Learning as much as Individual Learning

In addition to workshops where individual participants may acquire new skills or training, organizational learning opportunities are often necessary to bring about systemic change. This involves teams of people learning as they work together to apply ideas to their own situations. In these cases, the probability of change is also increased when the training itself has an implementation and follow-up component.

The Ministry currently supports workshops for organization units and teams as well as organizational learning programs.

Support should be continued for organizational learning that focuses on teams of people applying ideas, addressing real problems and monitoring progress.

Volunteer boards from a variety of organizations in a community could benefit from shared workshops. Such regional workshops would allow greater networking, a common frame of reference across organizations, common performance expectations, sharing and friendly competition as well as enhanced cost-efficiency.

1.3 Support and Monitor Planning Sessions to Ensure Follow-Through

The Ministry currently supports planning workshops for Board/MRC members, provincial associations, etc. It is often the case in these workshops that detailed plans of action are not given adequate time so that issues of practicality and follow-through can be addressed.

Now that planning workshops are an established practice for voluntary organizations, they should be given higher priority.

In Board/MRC training events, there should be sufficient workshop time for detailed action-planning and follow-through to allow Boards and committees to learn from this experience.

1.4 Provide Consultative Services to Specific Organizations

Some organizations have unique and temporary problems which can often be alleviated by direct intervention.

This can help an organization address a specific problem and encourage problem-solving by providing consultation, arranging a grant for purchasing service, encouraging municipal consultative capabilities and by developing organization support networks.

1.5 Promote Exemplary Organizational Practices

Materials from organizations who have developed successful organizational practices can help others. These need not always be expensive publications; rather, photocopied samples of methods, procedures and tools can be shared from organization to organization.

For example, the town of St. Mary's has developed a manual to assess its performance, its relations with council and for associated organizations to assess their performance.

Also, the Ministry has supported the development of a Recognition Event Kit as well as a Constitution and By-Laws workshop by the City of Mississauga, which may be of use to others.

Exemplary organizational practices should continue to be developed and supported by documenting and publicizing innovative and effective practices and by providing financial assistance for their development.

1.6 Raise Awareness of Existing Government Programs and Resources

Other ministries' programs are often relevant to clients of the Ministry of Tourism and Recreation and can be successfully shared.

The 1988 Provincial Conference on Volunteerism, jointly sponsored by the Ontario Association of Volunteer Bureaux/Centres, the Ministry of Tourism and Recreation, the Ministry of Citizenship and the Ministry of Community and Social Services is a good example of co-operation aimed at co-ordination and sharing resources.

The Ministry should encourage co-operation among professional staff in all Ministries to ensure better co-ordination and sharing of resources supporting volunteerism.

2. EXPAND THE POOL OF VOLUNTEERS

There are several reasons for the Ministry to support expansion of the pool of volunteers:

- * volunteers are key players in the delivery of sport, fitness and recreation programs and services;
- * volunteerism is directly linked to the Ministry's wellness goals;
- * it is a healthy recreation and leisure pursuit for many people;
- * recreation organizations need to attract and replenish volunteers on an on-going basis.

The following strategies will work toward this goal.

- 2.1 Promote volunteering.
- 2.2 Raise the profile, in the community, of the work of volunteers and the personal benefits of volunteering.
- 2.3 Target recruitment.
- 2.4 Acknowledge and encourage employer support.

2.1 Promote Volunteering

Two ways to promote the personal and societal benefits of volunteering are to polish the image of volunteering and to "sell" the experience by promoting its benefits.

Volunteers see their work as enjoyable and worthwhile but they do not feel that others see it this way. Many feel that the majority of people think volunteering is frustrating or negative. If organizations can polish that image by reducing the frustrations felt by volunteers, it will enhance service delivery, image and recruitment.

The social benefits of volunteerism, on the other hand, are more clearly understood. Most volunteers feel that people think volunteerism is important and necessary, and this perception is a good starting point for selling the benefits of volunteering.

The personal benefits should be promoted in a variety of ways including: public recognition events, use of media, poster campaigns, stories in family sections of newspapers, and current promotion campaigns.

2.2 Raise the Profile at the Community Level

People need to see that ordinary people make a difference and they need to know the types of things people can do as volunteers.

This can be facilitated by:

- * Encouraging local recognition and awards programs through kits, grants, etc;
- * Ensuring news photos and articles of awards winners at the local level;
- * Providing provincial awards for excellent volunteer-staff partnerships;

- * Encouraging workplace release time and articles in company newsletters;
- * Continuing provincial/regional awards programs.

2.3 Target Recruitment

Data show that most sport, fitness and recreation volunteers have similar backgrounds. Many volunteer because they or their families participate in the organization's programs. A recent Ontario Recreation Society survey revealed a concern that unemployed or low income families who cannot afford program fees are excluded from participation in many recreation activities. They also may not be reached by current volunteer recruitment methods.

The National survey showed only two per cent of volunteers were recruited to a specific organization by a public appeal. Half were asked by someone in the organization. It should be noted, however, that although recruiting via mass appeal is not successful, public awareness is enhanced through media and public events.

Voluntary organizations can expand their recruiting strategies by:

- * Targeting specific populations such as youth, older adults, those who volunteer already and ethnocultural groups, using specialized approaches and offering appropriate volunteering opportunities;
- * Expanding recruiting strategies beyond traditional methods.

They should seek out information from the Ministry and other sources on the family profile of volunteers and on the effectiveness of various recruiting methods to organizations so they will spend time and money on the most fruitful methods.

2.4 Acknowledge and Encourage Employer Support

The Ministry study showed that most employers are aware of employee volunteer activity and three-quarters support it in a variety of formal and informal ways, such as allowing time off work or use of office equipment as well as sponsoring teams or uniforms.

With a view to expanding these practices, the ways in which employers support sport, fitness and recreation should be acknowledged by publicizing what they do.

Few employers, however, have formal policies on volunteer support. It is not clear whether developing policy will only serve to draw attention to the costs associated with volunteer support in the workplace rather than its benefits.

Research should be done on the impact of volunteering on company staff who do it, short-term absenteeism, morale and other factors.

3. INCREASE THE CAPACITY AND WILLINGNESS OF MUNICIPALITIES TO SUPPORT VOLUNTEERS AND THEIR ORGANIZATIONS

Support for delivery of recreation programs and services is best achieved at the local level. Success depends on these strategies:

- 3.1 Build political support for local organizations.
- 3.2 Take a developmental approach to the expanding role of municipalities.
- 3.3 Support communities without recreation departments or staff.

3.1 Build Political Support for Local Organizations

Volunteers feel that politicians do not know the value of volunteer work in their communities and are not aware of the need for volunteer orientation and training.

The Ministry and voluntary organizations should promote the facts about the value and contribution of volunteers. Organizations should present to council, whenever possible, their contribution and value to the community.

The Ministry should encourage provincial sport, fitness and recreation associations to publicize the "volunteer facts", particularly at annual and regional events.

3.2 Take a Developmental Approach to the Expanding Role of Municipalities

Some municipalities have been involved in developing volunteers and their organizations for many years. For others, this is a new role. Staff of many municipalities need support to better consult with and develop skills of local level organizations.

Consulting and training skills at the municipal level should be developed through use of team consulting approaches, workshops or monthly clinics and jointly-sponsored community training events. This service may be required for some years and then will taper off.

Activity by municipal organizations should be supported and stimulated by developing awards for innovative municipal programs, providing "how-to" kits and funds to assist in the development of local recognition events, and using internal newsletters to exchange information or acknowledge excellence.

3.3 Support Communities without Recreation Departments or Staff

A strategy of increasing support to municipalities must also consider that many smaller communities do not have municipal recreation departments or staff.

Through its regional structure, the Ministry can provide support for these communities using the strategies outlined above. It can also encourage the development of regional support networks among communities, with larger municipalities being encouraged to assist.

VII. CONCLUSIONS: A SUMMARY

An overview of all the information collected on the status of volunteerism in sport, fitness and recreation in Ontario suggests a healthy sector. Volunteers and their organizations, however, do share the following concerns: more work than volunteers can handle; not enough volunteers for current programs and services in some organizations; difficulties in recruiting, using and replacing volunteers; and the need for greater recognition of volunteers.

The study also identified concerns about some organizational practices, particularly the problem of following through on plans. These will be the subject of future reports.

The study's recommendations focus on three main goals for developing voluntary organizations. These are:

- i) Enhance organization effectiveness;
- ii) Expand the pool of volunteers;
- iii) Increase the capacity and willingness of municipalities to support volunteers and their organizations.

These goals can be accomplished through a variety of strategies involving all partners in the recreation volunteer sector.

Enhancing organizational effectiveness will require attracting and replenishing volunteers as well as developing problem-solving, decision-making, and planning and implementation methods.

Strategies such as workshops on organizational practices, provision of consultative services and increased awareness of existing resources could encourage better planning follow-through as well as more effective use of volunteers.

Expanding the pool of volunteers involves promotion of the value and benefits of volunteerism as well as the creation of support mechanisms to facilitate involvement in volunteer work. While some of these strategies may be undertaken at the community and

organization level, there is also a role for the Ministry in such related areas as the development of targeted recruitment programs.

The third goal relates directly to the role municipalities can play in supporting volunteers and their organizations. Because support at the local level is so crucial, strategies involving the development of regional support networks and Ministry consultative services would permit municipalities to ensure more successful delivery of programs and services.

The message is clear. All partners in recreation should promote volunteering, emphasizing its value as a community and provincial resource as well as its personal benefits and satisfactions. At the same time, effective organizational and networking mechanisms will ensure the most efficient use of this valuable resource.

APPENDIX I

The following organizations provided information for this study:

York Baseball Association
 Oakville Soccer Club
 Uxbridge Recreation Committee
 Thornhill Soccer Club
 Tay Township Parks & Recreation
 Huntsville Centennial Seniors
 Caledon Parks & Recreation
 Barrie YMCA
 Niagara Falls Parks & Recreation
 North York Tennis Association
 Burlington Op. Minor Hockey
 Richmond Community Recreation Association
 Frankford Recreation Committee
 Inglewood Recreation Committee
 McNab Township Municipal Recreation Committee
 Ontario Senior Games District #10
 Napanee Parks & Recreation
 Campbellford/Seymour Recreation Committee
 Peterborough MRC
 FABS (Fredericksbourg Township)
 Cumberland Township Parks & Recreation
 Belleville YMCA
 Ontario Fitness Council
 Sturgeon Falls
 Sault Ste. Marie Parks & Recreation
 Gore Bay Recreation Committee
 Espanola Recreation Committee
 Timmins Marlins Swim Club
 Rayside/Balfour Recreation

North Bay and District YMCA
Northwest Ontario Judo Club
Thunder Bay Boys & Girls
Dryden Athletic Recreation Committee
Terrace Bay Recreation Committee
Thunder Bay Parks & Recreation
Recreation Association of West Central Ontario
Society of Directors of Municipal Rec. in Ontario
Ontario Seniors Games
Ontario Parks Association
Ontario Recreation Society
Ontario Municipal Recreation Association
Ontario Camping Association
Scouts Canada
Leisurability Publications Incorporated
Federation of Ontario Naturalists
Girl Guides of Canada
Council of Outdoor Education of Ontario
Canadian Red Cross Society
Youth Involvement Ontario
Boys & Girls Clubs of Ontario
Hike Ontario/Ontario Trails Association
Hugh MacMillan Medical Centre
Association Aquatic Personnel of Ontario
Older Adults Centre Association of Ontario
Ski Council
Tennis Ontario
Softball Ontario
Synchro Ontario
Ontario Equestrian Federation
Ontario Council of Shooters
Ontario Ringuette (West)
Ontario Basketball Association
Ontario Cerebral Palsy Sports Association
Ontario Lacrosse
Canoe Ontario
Hockey Development Centre of Ontario
Judo Ontario
Ontario Rugby Union
Ontario Amateur Wrestling Association
Ontario Ladies Golf Association
Ontario Ball Hockey Association
Ontario Association of Archers
Ontario Figure Skating Association
Ontario Field Hockey
Ontario Five Pin Bowling
Ontario Arenas Association
Chatham Kent Family YMCA
University of Windsor
Windsor Minor Hockey Association

Orangeville Parks & Recreation Association
Sarnia YMCA
Zorra Township
Elma Parks and Recreation Dept.
Stratford Lakeside Seniors Association
Kincardine Parks & Recreation
Boy Scouts - Toronto
University Settlement House Recreation Centre
Gymnastics Mississauga (Parks & Recreation)